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Financial Management

**FORMING THE FINANCIAL
MANAGEMENT BOARD AND
THE FINANCIAL WORKING GROUP**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 65-6, *Budget*, and Air Force Reserve Command (AFRC) Instruction 65-601, *Budget Programming and Financial Management*. It establishes guidelines for forming the 302 Airlift Wing (AW) Financial Management Board and the Financial Working Group. It defines their duties and responsibilities. This instruction applies to all 302 AW units.

SUMMARY OF REVISIONS

This revision updates the financial management board composition and updates all unit designations.

1. General Information. The proper and effective management of unit funds is of paramount importance. Maximum utilization of financial resources available to the unit must be realized to insure mission accomplishment. This board is established to assist the commander in the effective application of Financial Management responsibilities.

2. Financial Management Board (FMB). The FMB will meet at least once per quarter or as designated by the commander. The board composition will be as indicated below. Additional members may be appointed at the option of the commander as specialized or peculiar needs indicate.

- 2.1. Commander (Chairperson)
- 2.2. Operations Group Commander (302 OG/CC).
- 2.3. Logistics Group Commander (302 LG/CC).
- 2.4. Support Group Commander (302 SPTG/CC).
- 2.5. Executive Officer (302 AW/CCE).
- 2.6. Financial Analysis Officer (302 AW/FM).

3. Duties and Responsibilities.

3.1. The FMB will:

- 3.1.1. Review requirements for approved programs and activities to ensure balanced financial support throughout the wing.
- 3.1.2. Review and approve the distribution of quarterly and annual obligation targets.
- 3.1.3. Review, evaluate and approve the operating budget estimates and formal revisions, ensuring:
 - 3.1.3.1. Estimates are based on the latest program plans and mission requirements.
 - 3.1.3.2. Estimates are developed in accordance with (IAW) directives and policies of higher headquarters.
 - 3.1.3.3. Subsequent year expense estimates are realistic and based upon latest available data.
 - 3.1.3.4. Estimates of increases or decreases are compared to the current level of approved financing and to prior year's expenditures.
- 3.1.4. Review and execute the approved wing operating budget at least quarterly to include:
 - 3.1.4.1. Review requirements for approved programs and activities to ensure balanced financial support.
 - 3.1.4.2. Evaluate and list in priority sequence all unfunded requirements.
 - 3.1.4.3. Identify funds available for recalls by Higher Headquarters.
- 3.1.5. Wing Commander will appoint in writing the Responsibility Center Manger (RCM) for each group and provide copies of these letters of appointment to the wing Financial Analysis Officer.

4. Financial Working Group (FWG). Group Commander's will appoint Resource Advisors (RA) and Cost Center Managers (CCM) for their unit's. The appointee roster will be revised at the beginning of each fiscal year and forwarded to FM. The FWG will meet prior to the FMB at least once per quarter or as requested by the Wing/Group Commanders or FM.

4.1. Duties and Responsibilities.

- 4.1.1. The FWG will:
- 4.1.2. Develops requirements and revisions for the unit financial plans and makes recommendation to the FMB for final approval.
- 4.1.3. Integrates support requirements from organizations' prioritized list of financial requirements within a balanced mission program.
- 4.1.4. Act as the commanders' agents, as well as the parent activities' representatives, during all financial reviews.
- 4.1.5. Identifies unfunded requirements, recommends priorities, and presents then to the FMB for final approval.
- 4.1.6. Offer technical guidance to unit activities on using their primary responsibility resources.

4.1.7. Review, group and unit level financial management issues, program changes, budget inputs, receive guidance on new automated reporting systems from FM.

5. Minutes of Meetings. Minutes will be prepared by recorder and signed by the chairperson. Send one copy to each member, and maintain the original copy in the wing budget office files.

6. Meeting Interval. Meetings will be conducted on a quarterly basis or more frequently if required. Time and Place of each meeting will be announced by 302 AW/FM. FMB meetings will be conducted for the following reasons:

- 6.1. Review the Annual Financial Plans midyear unfunded requirements, before submission to HQ AFRC.
- 6.2. Distribute the initial unit funding approved by Head Quarters (HQ) AFRC.
- 6.3. Review status of funds, update current and annual funding requirements, and project requirements for the succeeding quarters.
- 6.4. Approve unit-programming actions and/or provide Resources Management System (RMS) training to responsibility center managers/resource advisors.

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Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Air Force Policy Directive 65-6, *Budget*

Air Force Reserve Command Instruction 65-601, *Budget Programming and Financial Management*

Abbreviations and Acronyms

302 AW/CCE—Executive Officer

302 AW/FM—Financial Analysis Officer

302 LG/CC—Logistics Group Commander

302 OG/CC—Operations Group Commander

302 SPTG/CC—Support Group Commander

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AW—Airlift Wing

FMB—Financial Management Board

FWG—Financial Working Group

HQ—Head Quarters

IAW—In Accordance With

MSS—Mission Support Squadron

RCM—Responsibility Center Manger

RMS—Resources Management System